

A study on diversity management practices on workplace Happiness

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

By

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SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)
CATEGORY-1 UNIVERSITY BY UGC**

**Accredited with Grade “A++” by NAAC I 12B Status by UGC I Approved by AICTE
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April 2024

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of GOKULNATH- who carried out the Project Training “**A study on diversity management practices on workplace Happiness**” under my supervision from September 2023 to December 2023

DR. GANANATH KHILLA

INTERNAL GUIDE

EXTERNAL GUIDE

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Submitted for Viva voce Examination held on_____

INTERNAL GUIDE

EXTERNAL GUIDE

DECLARATION

I GOKULNATH (42410527) hereby declare that the Project Report entitled '**A study on diversity management practices on workplace Happiness**' done by me under the guidance of **DR. Gnanth Khilla** is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

DATE:
PLACE

GOKULNATH

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CHAPTIER- I

INTRODUCTION

1.1 INTRODUCTION TO THE STUDY

Diversity, Equity and Inclusion (DEI)

Diversity, equity and inclusion is a term used to describe policies and programs that promote the representation and participation of different groups of individuals. DEI encompasses people of different ages, races, ethnicities, abilities, disabilities, genders, religions, cultures and sexual orientations. It also covers people with diverse backgrounds, experiences, skills and expertise.

Diversity, equity and inclusion are three different but interconnected concepts. They work together create an environment of respect and fairness. It involves initiatives promoting equal access, opportunity, employment and sense of belonging of underrepresented people in the workplace.

DEI plays an important part in promoting an inclusive workplace culture and ensuring an effective recruiting and hiring process. It aims to achieve these goals by overcoming unconscious biases, which are stereotypes about other people formed outside a person's awareness, and identifying and mitigating microaggressions, which are negative behaviors toward individuals based on those biases.

Diversity in the Workplace

To come up with a workplace diversity definition, we have to think about all the different characteristics that employees could have. First, we have the protected characteristics, such as race, age, gender and sexual orientation. And secondly, we have all the different:

- ☐ Experiences
- ☐ Talents
- ☐ Skills
- ☐ Opinions

❓ Personalities

These differences, for example employees' talents, are less obvious and require the organization's effort and proactiveness to shine.

Diversity

Diversity involves all the way that people are different, including the various characteristics that distinguish one demographic or individual from another. Diversity often refers to including demographics that aren't broadly represented in society or certain industries.

Elements of diversity include the following:

- Race.
- Ethnicity.
- Sexual orientation.
- Socioeconomic status.
- Gender identity.
- Religion.
- Language.
- Age.
- Marital status.
- Veteran status.
- Mental ability.
- Physical abilities and disabilities.

Equity

Equity aims to ensure equal treatment, access, opportunity, and advancement for people, including employees in the workplace. Equity attempts to identify and remove barriers that prevent some groups

from fully participating in society or certain jobs and industries.

To promote equity, people often focus on understanding the causes that underlie disparities in society. The aim of equity is to promote justice, fairness and impartiality in the way things are done and in the distribution of resources within social structures, systems and institutions. Equity efforts exist in the workplace, the justice system, schools, and other institutions.

Inclusion

Inclusion builds a culture where everyone feels welcome. It actively invites every person and group to contribute and participate. An inclusive, welcoming environment supports and embraces differences. Participants offer respect to everyone in words and actions.

A work environment that's inclusive is supportive, respectful, and collaborative, and encourages all employees to participate and contribute. Organizations with inclusive work environments should eliminate barriers, discrimination and intolerance, and aim to build a workplace in which employees feel they belong and are supported by equitable procedures and socially aware human resources (HR) departments.

Diversity Management

Diversity management is an organizational process used to promote diversity and inclusion in the workplace. This process involves implementing policies and strategies in hiring, management, training, and more. The goals of diversity management are to promote fairness and equality and leverage the advantages diverse organizations offer.

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Types of Diversity Management

There are two types of diversity management:

1. Intranational diversity management: This refers to managing a workforce within a single national context to provide opportunities for minority groups and recent immigrants.
2. Cross-national diversity management: Also called international diversity management, this refers to managing a workforce comprising citizens from different countries and requires an organization to consider the laws, customs, and cultures in the countries in which it operates.

The 4 Types of Diversity

To further define diversity is to understand the factors that can play into diversity—some things are visible on the outside, but others are just a part of the way people were born. These distinctions are the grounds for how the four categories of diversity were created.

A good way to think of the four types of diversity is as dimensions or classifications that each hold their own list of different applicable subsets.

Internal Diversity

Internal diversity characteristics are ones related to situations that a person is born into. They are things that a person didn't choose for themselves and are impossible for anyone to change.

Here are some examples of internal diversity:

- ☐ Race
- ☐ Ethnicity
- ☐ Age
- ☐ National origin
- ☐ Sexual orientation
- ☐ Cultural identity
- ☐ Assigned sex

- ❑ Gender identity
- ❑ Physical ability
- ❑ Mental ability

External Diversity

In the context of diversity, the term external is used to describe things that are related to a person but aren't characteristics that a person was born with. While external diversity can be heavily influenced by other people and their surroundings, even forcibly so, they ultimately are aspects that a person can change and often do over time.

Some examples of external diversity include:

- ❑ Personal interests
- ❑ Education
- ❑ Appearance
- ❑ Citizenship
- ❑ Religious beliefs
- ❑ Location
- ❑ Familial status
- ❑ Relationship status
- ❑ Socioeconomic status
- ❑ Life experiences

Organizational Diversity

Organizational diversity, also called functional diversity, relates to the differences between people that are assigned to them by an organization—essentially, these are the characteristics within a workplace that distinguish one employee from another.

Regardless of your position or the pay you receive, any form of work that you do may help solidify your belonging to an organization. Whether you're working for a private, nonprofit, public sector, or

governmental organization, and even if you do volunteer work for free, you are a part of an organized group. This could be as small as a group of two or anything higher, as long as it's more than one independent person that constitutes an organization.

However, there are different subsets within organizational diversity, which include:

- ❑ Job function
- ❑ Place of work
- ❑ Management status
- ❑ Employment status
- ❑ Pay type
- ❑ Seniority
- ❑ Union affiliation

Worldview Diversity

The fourth type of diversity is commonly known as worldview. Even though there are a multitude of factors that come together to form our worldview, including our internal, external, and organizational diversity characteristics, at the end of the day, everyone has a worldview that they align with.

Worldview diversity is another diversity type that changes with time—we conceptualize the world differently as we have new experiences and learn more about ourselves and each other.

There are still nuances within our worldviews, but some examples include:

- ❑ Political beliefs
- ❑ Moral compass
- ❑ Outlook on life
- ❑ Epistemology

Workplace Diversity

Diversity in the workplace means the acceptance and inclusion of employees of all backgrounds. A diverse workplace is an important asset, since it acknowledges the individual strengths of each employee and the potential they bring. Valuing the differences of others is what ultimately brings us all together and can be the secret to a successful, thriving workplace and a fair work culture.

Workplace diversity means respecting and valuing the skills and differences that each staff member brings into the workspace. A diverse workplace is an inclusive environment that provides equal rights and opportunities for all workers, regardless of gender, colour, age, ethnicity, physical ability, sexual orientation, religious beliefs, and so on.

In Australia, it is law for workplaces to provide equal opportunity to their employees, as well as to create a workplace free from discrimination and harassment. Employers are responsible for putting measures into place to overcome employment disadvantage and discrimination in the workplace. This includes valuing workplace diversity and ensuring that a workplace is free from racial and sexual harassment, discrimination, and bullying.

Benefits of Workplace Diversity

Having a diverse and multicultural workplace brings several advantages. Since today's world is increasingly more globalized and interconnected, workplaces should take advantage of the diverse range of skills individuals from different backgrounds and languages can bring. The top five benefits of workplace diversity include:

Increased productivity: A diverse workplace allows for more ideas and processes. This diversity of talent means a broader range of skills among employees, as well as a diversity of experiences and perspectives which increases the potential for increased productivity. **Increased creativity:** As various cultures and backgrounds work together, the opportunity for

increased creativity exists. This is because there are more people with differing perspectives and solutions to problems, allowing for a greater chance of a workable solution to a workplace problem.

Improved cultural awareness: A diverse range of cultures within the workplace allows companies to deal with the different nuances within a global marketplace. If a company does business with China, for example, having an employee who can speak Mandarin is an asset and can lead to improved workplace relations.

A positive reputation: Companies that have a diverse workplace are often perceived as better employers. Potential employees want an employer who accepts and is tolerant of all backgrounds and who treats

their employees fairly.

Increase in marketing opportunities: If potential employees or customers see that a company represents a diverse workplace, it makes them feel like they can relate to the company more.

Using advertising that depicts mature-aged, differently abled, or ethnically diverse people encourages applicants to apply, promotes a positive reputation, increases marketplace awareness, and generates a more diverse client-base.

Achieving workplace diversity means you are bringing out the very best of your employees and allowing them to reach their full potential. By doing so, your workplace benefits as it encourages a more varied and innovative talent pool.

The Importance of Happiness In The Workplace

It is impossible to overstate the importance of happiness at work. In order to achieve employee satisfaction and employee happiness, it is important to understand the difference between the two. It is possible to be satisfied at work but not necessarily happy.

Fostering a more engaged workforce begins with focusing more on employee satisfaction. In general, engaged employees are generally happier and more productive than those who are just satisfied with their jobs.

The benefits of working with happy and engaged employees are many, but why is it so crucial for an organization's success? Well, it is a catalyst for success and staying competitive in the global talent marketplace.

In addition, providing a healthy and happy work environment to your employees will have a snowball effect on your company, so you should emphasize your employees' happiness index as part of your wellness program.

Here are some of the benefits of having happy and engaged employees in the workplace -

- Enhanced teamwork and relationships among workers
- Increased productivity levels and creative thinking
- Improved employee engagement
- Reduced risks of frequent burnout
- Reduced absenteeism
- To ensure your team or employees feel the happiest in the workplace, you must embrace the four Ps, the pillars of happiness. They are-

Positivity

- Positivity at work can include gratitude, positive thinking, and the growth of your employees' mindset. Laughter and a fun work environment can create a better workplace atmosphere, creativity, and happiness.
- Also, optimists or people with positive attitudes are more likely to be successful and grow in their careers than those who are not. If your employees are always looking at the negative side of their work life, then there is a high chance that they will likely miss out on opportunities and happiness on the table without them even realizing it.
- Instead of looking at the glass as a half-empty perspective, try to influence their perspective by letting them focus more on the positive things in their life as a part of their daily tasks. It will further help them to engage in activities and work with a more positive attitude.

Purpose

Having a purpose in life is one of the most fundamental aspects of happiness. It is the reason why you get out of your bed. Without it, life would be meaningless and can contribute to many negative factors affecting your mental health. You'd feel more stressed and restless in life and not just at work, and you might feel less efficient and aligned with your work.

Similarly, even in the workplace, you should be aware of yours and your organization's purpose to ensure all the pillars of happiness. What does it mean to you, and what is the end goal? Do your organization's values align with your values, and if so, how do they achieve them?

You and your organization's purpose must align with each other; only then can the organization achieve most of its goals and employee job satisfaction.

Again, it helps the employees find meaning in their work and get more engaged. It leads them to think of their purpose in serving the organization and motivates them to thrive for the best.

Here are a few ways what purpose at work can look like - It reflects your core values and behaviors, which you can further bring to the workplace by asserting more passion for working. It also helps you formulate and conduct your day-to-day tasks with more meaning rather than just embracing your status quo.

You can also promote purpose in your workplace by clarifying core values and implementing more flexible policies that align with your workforce's core values. Enforcing more policies that appreciate and recognize your employees' hard work rather than just monetary benefits like yearly bonuses can also make your workplace culture stand out from the rest

Progress

Progress is not passive but more dynamic. It is not just merely achieving your goals or deadlines at work but is more holistic. It has to do a lot with your overall health and perspective towards work and how it affects your personal life.

Resilience is one of the key factors when it comes to workplace happiness. If you are not resilient at work, you'd probably experience burnout. Your ability to adapt, handle and productively react to setbacks and failure at work contributes greatly to your overall happiness index since it also affects your mental health.

Progress at work occurs when your successes are celebrated, and you are autonomous and responsible. Achieving the perfect balance between challenge and growth is the key to success.

Here's how you can observe what progress in a workplace can look like -

- It is not always about being able to prevent obstacles or overcome stress at work. But it is about meeting and managing social challenges at work with more authenticity and effectiveness.
- It is about being more mindful of your resilience at work. You can try mindfulness at work to be more aware of your setbacks and how to handle challenges.
 - A key factor in employee progress is their well-being. The corporate world now prioritizes wellness, and a healthy employee is more valuable than any machine. Progress includes your health as well. Taking on challenges is easier when you are physically and mentally happy.

People

The last and fourth pillar of happiness at work is people and your social connection. How you are with your colleagues, and your dynamic regarding working together plays an important role in workplace happiness.

There are questions that you would ask yourself, whether you trust your colleagues? Are you given the room to be yourself? How vulnerable are you?

Workplace relationship dynamics are as important as your personal ones. If you cannot find yourself comfortable enough to agree with any of the above questions, your workplace may not be healthy.

Again, to promote healthy workplace relationships and social integration, being kind to one another is the first step. Remember, it is the soft skills that make you a leader and not just your technical skills. You can achieve it only when you're happy at work. Happy employees are more likely to be empathetic towards others and can take constructive criticism without any enmity.

Here are a few ways you can create a safe and happy work environment for work relations to flourish -
Creating a safe culture where vulnerability, openness, and honesty are shown and not judged.
When showing gratitude or admitting one's faults, lead by example.
Paying more attention to each other and taking time to build credibility.
By expressing genuine appreciation and recognizing your colleagues' efforts.

1.1 COMPANY PROFILE Softgel Healthcare Private Limited

Softgel Healthcare Pvt Ltd is a new-age manufacturer of soft gelatin capsules for

- ❑ Rx
- ❑ OTC and
- ❑ Nutraceuticals

To cater to the growing needs of Pharmaceutical Companies worldwide, Softgel has newly set up an advanced manufacturing plant with state-of-the-art machineries and technically skilled personnel.

Softgel is an associate company of Madras Pharmaceuticals, an over 25-year-old WHO GMP certified manufacturer of complex healthcare drugs.

Located at Chennai, South India, Softgel is well-connected with Air, Rail, Road and Ship. With a well-defined organogram and skilled manpower, Softgel is all set to be a leading name in the manufacture of soft gelatin capsules.

Vision:

At Softgel, our vision is to support our marketing partners with the latest innovations in softgel technology and to become a global leader as a manufacturer of health care products by providing solutions and alternatives.

Mission:

- ❑ Exploit the latest technology and provide significant added value to our partner.
- ❑ Build a diverse, productive and challenging workplace.

- ☐ Achieve market leadership in all segments of our product line

The Softgel Team apart from their own employees includes:

- ☐ Marketing partner
- ☐ Active Pharmaceutical Ingredient Suppliers
- ☐ Excipient Suppliers
- ☐ Packaging Material Suppliers
- ☐ Contract Research Organizations

To ensure a safe working environment, Softgel carries out all aspects of manufacturing in a manner consistent with the health and safety requirements of all employees within the organization. We continuously hold education and training sessions at all levels to develop a sense of commitment and involvement of employees for creating awareness on safety with emphasize on prevention of accidents

As an environment caring company, Softgel has invested in effective treatment and disposal of wastes. In house effluent treatment plant and waste disposal system have been provided to ensure proper environment systems are maintained.

Softgel has also charted a series of employee welfare measures that include community welfare, training and development, incentive programs and recreation facilities.

Singapore-headquartered Everstone Capital, private equity arm of the Everstone Group, (Everstone) has acquired the controlling stake in Softgel Healthcare (SHPL), a specialized niche dosage form focused manufacturing player catering to the global nutraceutical, pharmaceutical and OTC segments. This partnership aims to transform SHPL into a scaled, diversified, and globally recognized contract research, development, and manufacturing organization in India with support of the strategic resources of Everstone

Singapore-headquartered Everstone Capital, the private equity arm of the Everstone Group, is a

global firm committed to driving economic growth and creating sustainable value. With seven offices globally (Singapore, Mumbai, Delhi, Bengaluru, New York, Dubai and Mauritius), Everstone Capital focuses on the mid-market with control mindset and growth bias; comprising best of breed investing, operations and strategic resources with significant experience and skills.

Soft Gelatin Capsules

Soft gelatin capsules consist of a filling, containing the dissolved or suspended active substance, and of a one-piece shell. Owing to the hermetic seal, the filling ingredients are protected against any harmful influence of the environment. Physical properties of solutions and suspensions, especially their homogeneity, allow the precision of dosage of active ingredients, rare in dry, orally received medications. In comparison with tablets and hard capsules, soft capsules require much less auxiliary substances, most of which are of herbal origin. The possibility to adjust the shell ingredients enables the adaptation of its parameters to specify requirements of storage conditions and especially to chemical as well as pharmacological properties of a medication.

The research on bioavailability of various medication forms has reportedly proved that the parameters of absorption and bioavailability of medications in the form of soft gelatine capsules are much better. It is mainly the result of one of the basic soft capsule features - the exact dispersion of a therapeutic substance in a liquid or semisolid medium. Owing to that, absorption of a medicament starts already at the moment of capsule disintegration in the alimentary tract, and is more effective thanks to the small size of suspended or dissolved particles of a medicament.

MANUFACTURING RESOURCES

With a built-up area of 63,000 sq. ft. that includes manufacturing area of 22,000 sq. ft. and warehouse / utility of 41,000 sq. ft., Softgel has assembled the finest infrastructure to ensure production of soft gelatine capsules.

Our typical production process includes:

. Dispensing & Mixing

- . Gelatin Preparation
- . Encapsulation
- . Drying
- . Wiping/Sorting/Inspection
- . Semi Quarantine
- . Primary Packing

ENCAPSULATION MACHINES

- . Jumbo (Four machines with 10 inch Die Roll) machine to facilitate increased production capacity
- . New advanced cooling system without outdoor cooler/chiller
- . Advanced pumping system - filling accuracy +/- 0.5%
- . Auto linear geared injection segment system
- . Advanced auto conveyor system

SOLVENT FREE SYSTEM

- . Advanced technology which controls and limits the lubrication in the system
- . Our new high speed softgel machine line has a perfect solvent free system with special unique design that make softgel capsule without solvent cleaning which makes the capsules dry faster and can save labour and material cost tremendously.
- . This system facilitates non solvent washing of the capsules

GELATINE HARDNESS TESTING

- . Machine Imported from Bareiss GmbH, Germany
- . High precision digital measuring systems
- . Fully automated measurement
 - measures increase in the hardness
 - determines the gel stability

DRYING TUNNEL

- . The moisture level of each capsule is reduced to 10%.
- . Dedicate tunnel for each encapsulation line
- . Cross contamination is completely avoided

CAPSULE INSPECTION MACHINE

- . Automated roller rotating 360 degrees providing optimal capsule inspection

- . Manual handling avoided
- . Inbuilt empty capsule sorter
- . Easy and quick accessibility
- . Full proof inspection.

CAPSULE SORTING MACHINE

- . Machine Imported from Sky Softgel, South Korea
- . Automatic sorting according to capsule shape and size
- . Precision with +/- 0.1mm diameter
- . Capacity 150,000 to 300,000 capsules per hour
- . Machine weighs 400kg with a dimension of 1,620(w) x 710(L) x 1,600(H)

The various forms of packaging we handle include:

- . Bulk Packing in HDPE Drums and Jars
- . Blister Packing
- . Strip Packing
- . Alu Alu packing

CHAPTIER- II

REVIEW OF LITERATURE

2.REVIEW OF LITERATURE

Tang et al., 2017 Over the past three decades, diversity has been increasingly accepted as an organisational reality. This double-edged concept includes benefits such as innovation, while at the same time entails negative outcomes such as conflicts between employees that are different

Zanoni et al., 2010 This explains the ongoing discourse about building a business case for diversity due to its profound role in the majority of cases in promoting shared united goals, performance and innovation as the focus of employees. This explains the ongoing discourse about building a business case for diversity due to its profound role in the majority of cases in promoting shared united goals, performance and innovation as the focus of employees

Plester and Hutchson, 2016 management scholars have unfortunately not shown major research interest in addressing the relationship between workplace diversity and work-related behaviour, attitudes and feelings, such as workplace happiness and workplace fun. Therefore, over the past decade, the concept of workplace fun has gained momentum in human resources (HR) and management studies

Stromberg and Karlsson, 2009 address the positive relationship between workplace fun and employee motivation. From their side, it can be elaborated that the positive mood resulting from fun fuels both oxygen and blood flow to the brain and subsequently stimulates the productive abilities of employees.

Dahiya, Rangnekar, 2018 There is a proof that “happier employee companies have statistically significant better performance than a group of comparable companies in their industries” Countless experts confirm that happiness is, of course, the most important part of a pleasant, interactive and competent working environment.

Newstrom (2002), Plester (2009) and Tews et al. (2012) elaborate that workplace fun is currently

considered a part the culture of leading companies (e.g., IBM and Google) because of its role in raising organisational responsiveness.

Searle & Parker, 2013 examines relations between happiness and work design and provides an empirical link between job characteristics and negative well-being outcomes like stress and burnout, evidence also suggests that desirable work designs can encourage positive affective states and more enduring positive psychological phenomena, such as self-efficacy.

Gavin, Mason, 2004 It is emphasized that employee satisfaction and their happiness is a key factor in recognizing organization as the best employer and the ways how best places to work are taking care and assuring their employees' happiness at work.

Bolton and Houlihan, 2009 workplace fun is a complex concept because of the difficulty of developing a unified set of workplace fun activities for all organisational members.

Mousa, 2018 Career development for women, under-representation of women in some organisational contexts and the limited inclusion of women in some workplace settings remain a puzzle in both developed and developing nations.

Mor Barak, 2000; Roberson, 2006; Nishii and Mayer, 2009 The concept of inclusion is also used to describe the equal status of citizens and the feeling of belongingness in community life. Only since the year 2000 has the concept of inclusion been extended into the organisational context to describe both management practices that ensure equality and feelings of integration, sameness and involvement for employees.

Thomas, 1991 points out that the majority of multicultural organisations show a constant commitment towards diversity. their leaders respect individual differences, where both majority- and Workplace fun and organisational inclusion minority-affiliated members participate in the process of decision-making and open neutral work-related communication spreads throughout the work setting and the adopted organisational culture accelerates solidarity, tolerance, integration and involvement.

1.1 OBJECTIVE OF THE STUDY

- ☐ To Investigate the impact of diversity management on employee's workplace happiness.
- ☐ To systematically investigate and analyze the relationship between diversity management practices and workplace happiness.

SCOPE OF THE STUDY

- 1.2** The study helps to measure the impact of diversity management on workplace happiness and assess whether diversity management practices are actually leading to happier employees.

LIMITATIONS OF THE STUDY

- ☐ The sample may not have been diverse enough to represent the full range of diversity that exists in the workplace. For example, the study may have included a higher proportion of employees from certain demographic groups than other

CHAPTIER- III

RESEARCH METHODOLOGY

3.1 RESEARTCH METHODOLOGY

Research Methodology is a way to systematically solve the research problems It may be understood as a science how research is done scientifically. Research methodology refers to the tools and the methods used for obtaining information for the purpose of the research study.

Researchers not only need to know to develop certain indices or tests, how to calculate, how to apply particular research techniques but also need to know which of these methods or techniques are relevant and which are not and what would they indicate.

Research methodology refers to the tools and the methods used for obtaining information for the purpose of the research study. Researchers not only need to know how to develop certain indices or tests, how to calculate the mean, the mode, median, how to apply particular research techniques but also need to know which of these methods or techniques are relevant and which are not and what would they mean and indicate and why.

RESEARCH DESIGN

A research design is the arrangement of condition for assortment and inquiry of data in a manner that aims to combine relevance to the research problem with economies in a procedure. I have used descriptive research design for my research.

Descriptive research includes surveys and fact findings enquiries of different kinds. It basically gives a description of the state as it exists at present. A researcher has no control over the variables so they can only report what has happened and what is happening. It is also called as Ex-post Facto research. We can use survey method for this purpose.

3.5 DATA COLLECTION

A research design is one, which simplifies the framework of plan for the study and adds itself in the quick collection and analysis of data. It is a blue print that has been filled in completing the study.

Data sources are

Primary data

Secondary data

Primary data

The primary data are those which are collected fresh for the first time and thus happen to be original in character. In other words, it is obtained by design to fulfil the data are original in aspect and are also generated in a large number of surveys conducted mostly by government and also by institution and research bodies. The primary data was collected through questionnaire in order to collect first-hand information

Secondary data

The Secondary data are those which have already been collected for some purpose other than the problem in hand and passed through the statistical process.

Secondary data has been collected through various sources:

Websites

Magazines

Articles

Newspaper

Sampling techniques

Sample technique refers to the approach or procedure that would adopt in selecting items for the sample. I have used convenience sampling for my research. Convenient sampling is used to choose the fraction of population, which has to be investigated according to his/her own convenience.

Sampling unit

Area of the study refers to clients of

Sample Size

Sample size refers to the number of respondents. To get a clear view I have conducted my research on 100 people

3.6 TOOLS USED FOR ANALYSIS

The purpose of the data analysis and interpretation is to transform the collected data into credible evidence about the statistical data view that is been calculated based on the research conducted. The following tools are used in the analysis:

- Percentage analysis
- ANOVA
- Linear Regression Procedures

PERCENTAGE ANALYSIS

Percentage analysis is the method to represent raw streams of data as a percentage (a part in 100 - percent) for better understanding of collected data. Percentage Analysis is applied to create a contingency table from the frequency distribution and represent the collected data for better understanding.

Percentages are useful because people can [compare](#) things that are not out of the same number.

PERCENTAGE = NO: OF RESPONDENTS

$$\frac{\text{NO: OF RESPONDENTS}}{\text{TOTAL NO: OF RESPONDENTS}} * 100$$

TOTAL NO: OF RESPONDENTS

ANOVA Test

An ANOVA test is a way to find out if survey or experiment results are significant. In other words, they help you to figure out if you need to reject the null hypothesis or accept the alternate hypothesis.

“One-Way” or “Two-Way

One-way or two-way refers to the number of independent variables (IVs) in your Analysis of Variance test.

One-way has one independent variable (with 2 levels).

“Groups” or “Levels”

Groups or levels are different groups within the same independent variable.

If your groups or levels have a hierarchical structure (each level has unique subgroups), then use a nested ANOVA for the analysis.

“Replication”

It's whether you are replicating (i.e. duplicating) your test(s) with multiple groups. With a two way ANOVA with replication, you have two groups and individuals within that group are doing more than one thing (i.e. two groups of students from two colleges taking two tests). If you only have one group taking two tests, you would use without replication.

Types of Tests.

There are two main types: one-way and two-way. Two-way tests can be with or without replication.

- ❑ One-way ANOVA between groups: used when you want to test two groups to see if there's a difference between them.
- ❑ Two way ANOVA without replication: used when you have one group and you're double-testing that same group.
- ❑ Two way ANOVA with replication: Two groups, and the members of those groups are doing more than one thing.

One Way ANOVA

A one way ANOVA is used to compare two means from two independent (unrelated) groups using the F-distribution. The null hypothesis for the test is that the two means are equal. Therefore, a significant result means that the two means are unequal.

Limitations of the One Way ANOVA

A one way ANOVA will tell you that at least two groups were different from each other. But it won't tell you which groups were different. If your test returns a significant f-statistic, you may need to run an ad hoc test (like the Least Significant Difference test) to tell you exactly which groups had a difference in means.

Two Way ANOVA

A Two Way ANOVA is an extension of the One Way ANOVA. With a One Way, you have one

independent variable affecting a dependent variable. With a Two Way ANOVA, there are two independents. Use a two way ANOVA when you have one measurement variable (i.e. a quantitative variable) and two nominal variables. In other words, if your experiment has a quantitative outcome and you have two categorical explanatory variables, a two way ANOVA is appropriate.

Main Effect and Interaction Effect

The results from a Two Way ANOVA will calculate a main effect and an interaction effect. The main effect is similar to a One Way ANOVA: each factor's effect is considered separately. With the interaction effect, all factors are considered at the same time. Interaction effects between factors are easier to test if there is more than one observation in each cell. multiple stress scores could be entered into cells. If you do enter multiple observations into cells, the number in each cell must be equal.

Two null hypotheses are tested if you are placing one observation in each cell.

Assumptions for Two Way ANOVA

- ☐ The population must be close to a normal distribution.
- ☐ Samples must be independent.
- ☐ Population variances must be equal.
- ☐ Groups must have equal sample sizes.

RELIABILITY ANALYSIS

The factors that emerged in the questionnaire for collection of responses were tested for internal reliability using Cronbach's alpha which indicates the average inter-item correlation within each of the factors. Those factors resulting in a Cronbach's alpha of 0.7 or greater are generally considered to be reliable and therefore useful for further analysis as part of a specific variable.

MULTIPLE REGRESSION ANALYSIS USING SPSS STATISTICS

Multiple regression is an extension of simple linear regression. It is used when we want to predict the value of a variable based on the value of two or more other variables. The variable we want to predict is called the dependent variable (or sometimes, the outcome, target or criterion

variable). The variables we are using to predict the value of the dependent variable are called the independent variables (or sometimes, the predictor, explanatory or regressor variables).

Multiple regression also allows you to determine the overall fit (variance explained) of the model and the relative contribution of each of the predictors to the total variance explained. Need to understand the different assumptions that your data must meet in order for multiple regression to give you a valid result.

SPSS Statistics

Assumptions

When you choose to analyse your data using multiple regression, part of the process involves checking to make sure that the data you want to analyse can actually be analysed using multiple regression. You need to do this because it is only appropriate to use multiple regression if your data "passes" eight assumptions that are required for multiple regression to give you a valid result. In practice, checking for these eight assumptions just adds a little bit more time to your analysis, requiring you to click a few more buttons in SPSS Statistics when performing your analysis, as well as think a little bit more about your data, but it is not a difficult task.

Before we introduce you to these eight assumptions, do not be surprised if, when analysing your own data using SPSS Statistics, one or more of these assumptions is violated (i.e., not met). This is not uncommon when working with real-world data rather than textbook examples, which often only show you how to carry out multiple regression when everything goes well! However, don't worry. Even when your data fails certain assumptions, there is often a solution to overcome this. First, let's take a look at these eight assumptions:

Assumption #1: Your dependent variable should be measured on a continuous scale (i.e., it is either an interval or ratio variable). Examples of variables that meet this criterion include revision time (measured in hours), intelligence (measured using IQ score), exam performance (measured from 0 to 100), weight (measured in kg), and so forth. You can learn more about interval and ratio variables in our article: Types of Variable. If your dependent variable was

measured on an ordinal scale, you will need to carry out ordinal regression rather than multiple regression. Examples of ordinal variables include Likert items (e.g., a 7-point scale from "strongly agree" through to "strongly disagree"), amongst other ways of ranking categories (e.g., a 3-point scale explaining how much a customer liked a product, ranging from "Not very much" to "Yes, a lot").

Assumption #2: You have two or more independent variables, which can be either continuous (i.e., an interval or ratio variable) or categorical (i.e., an ordinal or nominal variable). For examples of continuous and ordinal variables, see the bullet above. Examples of nominal variables include gender (e.g., 2 groups: male and female), ethnicity (e.g., 3 groups: Caucasian, African American and Hispanic), physical activity level (e.g., 4 groups: sedentary, low, moderate and high), profession (e.g., 5 groups: surgeon, doctor, nurse, dentist, therapist), and so forth. Again, you can learn more about variables in our article: Types of Variable. If one of your independent variables is dichotomous and considered a moderating variable, you might need to run a Dichotomous moderator analysis.

Assumption #3: You should have independence of observations (i.e., independence of residuals), which you can easily check using the Durbin-Watson statistic, which is a simple test to run using SPSS Statistics. We explain how to interpret the result of the Durbin-Watson statistic, as well as showing you the SPSS Statistics procedure required, in our enhanced multiple regression guide.

Assumption #4: There needs to be a linear relationship between (a) the dependent variable and each of your independent variables, and (b) the dependent variable and the independent variables collectively. Whilst there are a number of ways to check for these linear relationships, we suggest creating scatterplots and partial regression plots using SPSS Statistics, and then visually inspecting these scatterplots and partial regression plots to check for linearity. If the relationship displayed in your scatterplots and partial regression plots are not linear, you will have to either run a non-linear regression analysis or "transform" your data, which you can do using SPSS Statistics. In our enhanced multiple regression guide, we show you how to: (a) create scatterplots and partial regression plots to check for linearity when carrying out multiple regression using SPSS Statistics; (b) interpret different scatterplot and partial regression plot results; and (c)

transform your data using SPSS Statistics if you do not have linear relationships between your variables.

Assumption #5: Your data needs to show homoscedasticity, which is where the variances along the line of best fit remain similar as you move along the line. We explain more about what this means and how to assess the homoscedasticity of your data in our enhanced multiple regression guide. When you analyse your own data, you will need to plot the studentized residuals against the unstandardized predicted values. In our enhanced multiple regression guide, we explain: (a) how to test for homoscedasticity using SPSS Statistics; (b) some of the things you will need to consider when interpreting your data; and (c) possible ways to continue with your analysis if your data fails to meet this assumption.

Assumption #6: Your data must not show multicollinearity, which occurs when you have two or more independent variables that are highly correlated with each other. This leads to problems with understanding which independent variable contributes to the variance explained in the dependent variable, as well as technical issues in calculating a multiple regression model. Therefore, in our enhanced multiple regression guide, we show you: (a) how to use SPSS Statistics to detect for multicollinearity through an inspection of correlation coefficients and Tolerance/VIF values; and (b) how to interpret these correlation coefficients and Tolerance/VIF values so that you can determine whether your data meets or violates this assumption.

Assumption #7: There should be no significant outliers, high leverage points or highly influential points. Outliers, leverage and influential points are different terms used to represent observations in your data set that are in some way unusual when you wish to perform a multiple regression analysis. These different classifications of unusual points reflect the different impact they have on the regression line. An observation can be classified as more than one type of unusual point. However, all these points can have a very negative effect on the regression equation that is used to predict the value of the dependent variable based on the independent variables. This can change the output that SPSS Statistics produces and reduce the predictive accuracy of your results as well as the statistical significance. Fortunately, when using SPSS Statistics to run multiple regression on your data, you can detect possible outliers, high leverage points and highly influential points. In our enhanced multiple regression guide, we: (a) show you how to

detect outliers using "casewise diagnostics" and "studentized deleted residuals", which you can do using SPSS Statistics, and discuss some of the options you have in order to deal with outliers;

(b) check for leverage points using SPSS Statistics and discuss what you should do if you have any;

and (c) check for influential points in SPSS Statistics using a measure of influence known as Cook's Distance, before presenting some practical approaches in SPSS Statistics to deal with any influential points you might have.

Assumption #8: Finally, you need to check that the residuals (errors) are approximately normally distributed (we explain these terms in our enhanced multiple regression guide). Two common methods to check this assumption include using: (a) a histogram (with a superimposed normal curve) and a Normal P-P Plot; or (b) a Normal Q-Q Plot of the studentized residuals. Again, in our enhanced multiple regression guide, we: (a) show you how to check this assumption using SPSS Statistics, whether you use a histogram (with superimposed normal curve) and Normal P-P Plot, or Normal Q-Q Plot; (b) explain how to interpret these diagrams; and (c) provide a possible solution if your data fails to meet this assumption.

You can check assumptions #3, #4, #5, #6, #7 and #8 using SPSS Statistics. Assumptions #1 and #2 should be checked first, before moving onto assumptions #3, #4, #5, #6, #7 and #8. Just remember that if you do not run the statistical tests on these assumptions correctly, the results you get when running multiple regression might not be valid.

CHAPTIER- IV

DATA ANALYSIS AND INTERPRETATION

TABLE NO:1 SHOWING RESPONDENTS GENDER

		Gender			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid		1	.9	.9	.9
	Female	58	52.7	52.7	53.6
	Male	42	38.2	38.2	91.8
	prefer	9	8.2	8.2	100.0
	Total	110	100.0	100.0	

INTERPRETATION: From the table it is interpreted as 52.7% are female and 38.2% are male, 8.2% doesn't prefer to say. Hence majority of the respondents are 52.7% are female.

CHART NO:1 SHOWING RESPONDENTS GENDER

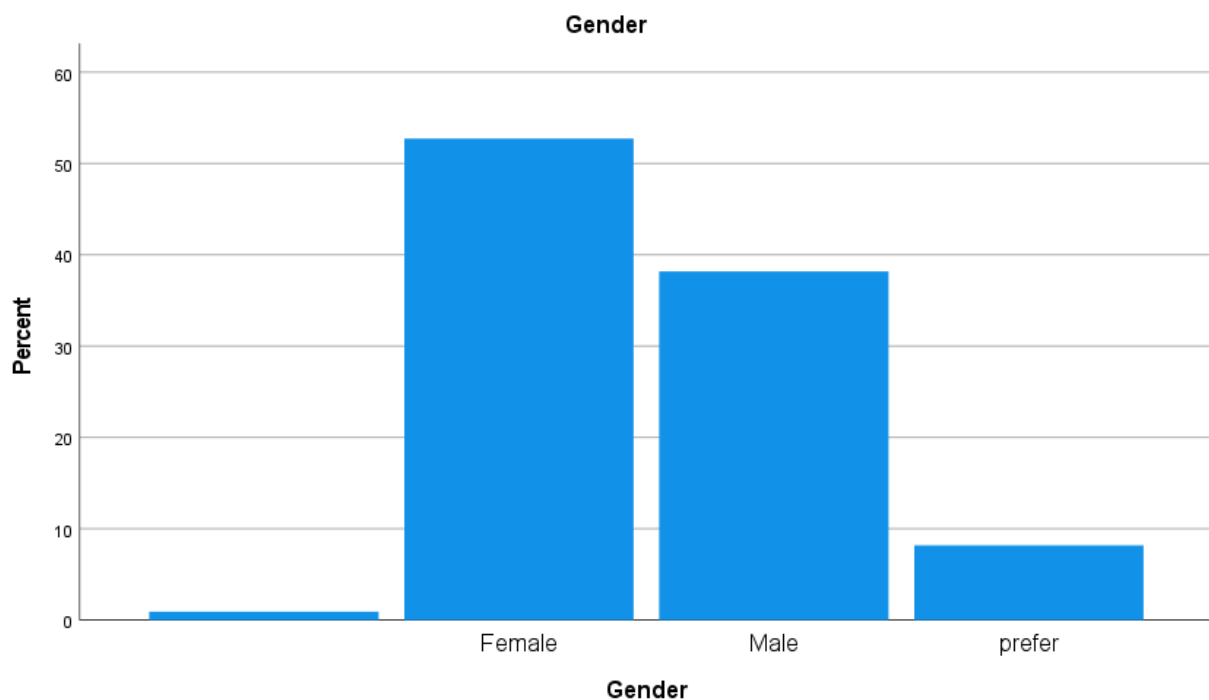
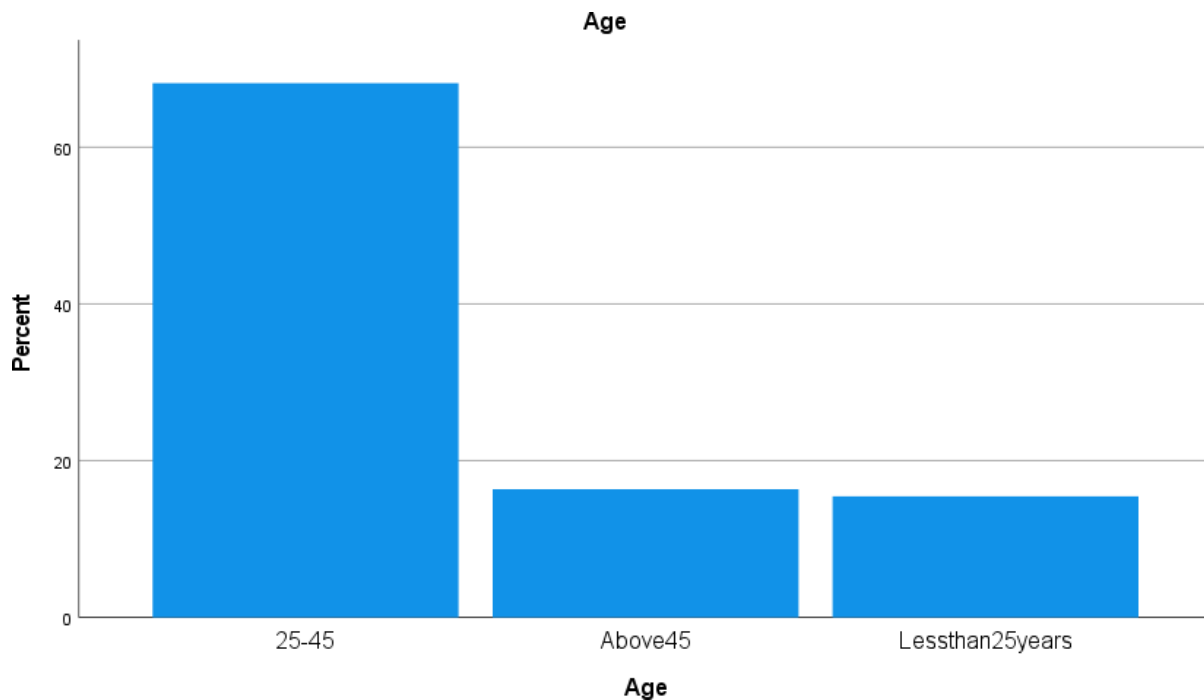


TABLE NO:2 SHOWING RESPONDENTS AGE

		Age		Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	25-45	75	68.2	68.2	68.2
	Above45	18	16.4	16.4	84.5
	Lessthan25years	17	15.5	15.5	100.0
	Total	110	100.0	100.0	

INTERPRETATION: From the table it is interpreted as 68.2% are 25yrs-45yrs age limit, 15.5% are Less than 25yrs age limit, 16.4% are Above 45yrs age limit. Hence the majority of the respondents 68.2% are 25yrs-45yrs age limit.

CHART NO:2 SHOWING RESPONDENTS AGE



**TABLE NO:3 SHOWING THE EDUCATIONAL QUALIFICATION OF
RESPONDENTS**

		Educational Qualification			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid		1	.9	.9	.9
	Bachelor's Degree	16	14.5	14.5	15.5
	Doctorate or high	23	20.9	20.9	36.4
	Master's Degree	70	63.6	63.6	100.0
	Total	110	100.0	100.0	

INTERPRETATION: From the table it is interpreted as 14.5% of respondents are Bachelor' s degree, 20.9% are Doctorate or higher, 63.6% are Master's Degree. From this majority of the respondents are 63.6% of respondents are Master's Degree.

CHART NO:3 SHOWING THE EDUCATIONAL QUALIFICATION OF RESPONDENTS

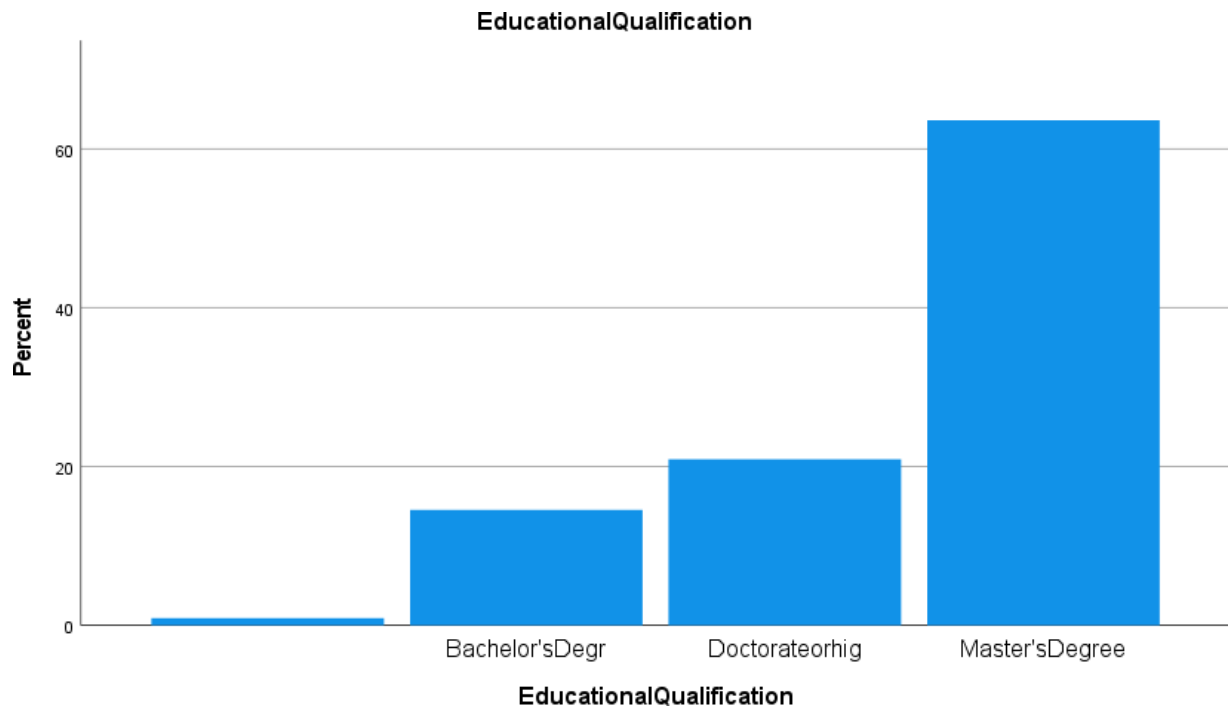
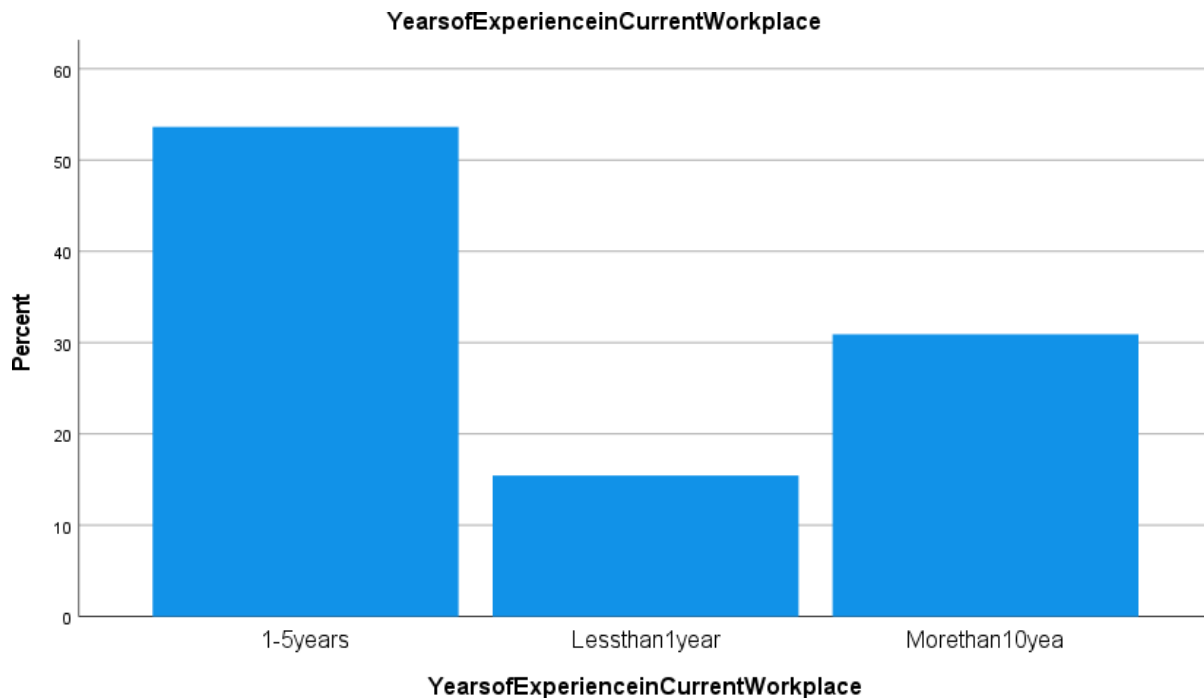


TABLE NO:4 SHOWING THE EXPERIENCE OF RESPONDENTS

Years of Experience in Current Workplace				Cumulative Percent
		Frequency	Percent	
Valid	1-5years	59	53.6	53.6
	Lessthan1year	17	15.5	69.1
	Morethan10yea	34	30.9	100.0
	Total	110	100.0	

INTERPRETATION: From the table it is interpreted as 53.6% of respondents are 1 -5years experience, 15.5% are Lessthan5years experience, 30.9% are Morethan10years experience. From this majority of the respondents are 53.6% of respondents are 1 -5years experience.

CHART NO:4 SHOWING THE EXPERIENCE OF RESPONDENTS



RELIABILITY

Case Processing Summary

		N	%
Cases	Valid	110	100.0
	Excluded ^a	0	.0
	Total	110	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.775	17

Interpretation: Reliability analysis is the degree to which the values that make up the scale measure the same attribute. In addition, the most used measure of reliability is Cronbach's alpha coefficient. It is the average correlation between all values on a scale. In other words, the value of Cronbach's alpha coefficient is between 0 and 1, with a higher number indicating better reliability. Finally, Cronbach's alpha coefficient should be higher than 0.50; that scale has good internal validity and reliability. hence the obtained value from above table is Cronbach's alpha coefficient is 0.775 which is greater than 0.50 hence the answers are reliable and has good internal validity.

REGRESSION

H0: There is no significant relationship between My company diversity and inclusion efforts have a positive impact on the company's overall performance and My company offers diversity training, My company promotes diversity in hiring practices, My company promotes diversity in leadership position, My company provides equal opportunities for career advancement to all employees, My company provides equal opportunities for career advancement to all employees, My company values my contributions regardless of my background, My company diversity and inclusion efforts have a positive impact on my work experience.

H1: There is significant relationship between My company diversity and inclusion efforts have a positive impact on the company's overall performance and My company offers diversity training, My company promotes diversity in hiring practices, My company promotes diversity in leadership position, My company provides equal opportunities for career advancement to all employees, My company provides equal opportunities for career advancement to all employees, My company values my contributions regardless of my background, My company diversity and inclusion efforts have a positive impact on my work experience.

.

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	My company diversity and inclusion efforts have a positive impact on my work experience, My company offers diversity training, My company provides equal opportunities for career advancement to all employees, My company promotes diversity in leadership position, My company provides equal opportunities for career advancement to all employees, My company promotes diversity in hiring practices, My company values my contributions regardless of my background ^b	.	Enter

a. Dependent Variable: My company diversity and inclusion efforts have a positive impact on the company's overall performance

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.488 ^a	.238	.185	.830	1.698

a. Predictors: (Constant), My company diversity and inclusion efforts have a positive impact on my work experience, My company offers diversity training, My company provides equal opportunities for career advancement to all employees, My company promotes diversity in leadership position, My company provides equal opportunities for career advancement to all employees, My company promotes diversity in hiring practices, My company values my contributions regardless of my background.

b. Dependent Variable: My company diversity and inclusion efforts have a positive impact on the company's overall performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.926	7	3.132	4.545	.000 ^b
	Residual	70.292	102	.689		
	Total	92.218	109			

a. Dependent Variable: My company diversity and inclusion efforts have a positive impact on the company's overall performance

b. Predictors: (Constant), My company diversity and inclusion efforts have a positive impact on my work experience, My company offers diversity training, My company provides equal opportunities for career advancement to all employees, My company promotes diversity in leadership position, My company provides equal opportunities for career advancement to all employees, My company promotes diversity in hiring practices, My company values my contributions regardless of my background

		Coefficients^a		Standardized		
		Unstandardized Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.800	.597		3.013	.003
	My company offers diversity training	.070	.106	.065	.660	.511
	My company promotes diversity in hiring practices	-.144	.103	-.140	-1.393	.167
	My company promotes diversity in leadership position	.310	.106	.296	2.917	.004
	My company provides equal opportunities for career advancement to all employees	-.064	.111	-.058	-.582	.562
	My company provides equal opportunities for career advancement to all employees	-.199	.109	-.178	-1.828	.071
	My company values my contributions regardless of my background	.181	.099	.185	1.827	.071
	My company diversity and inclusion efforts have a positive impact on my work experience	.356	.092	.363	3.865	.000

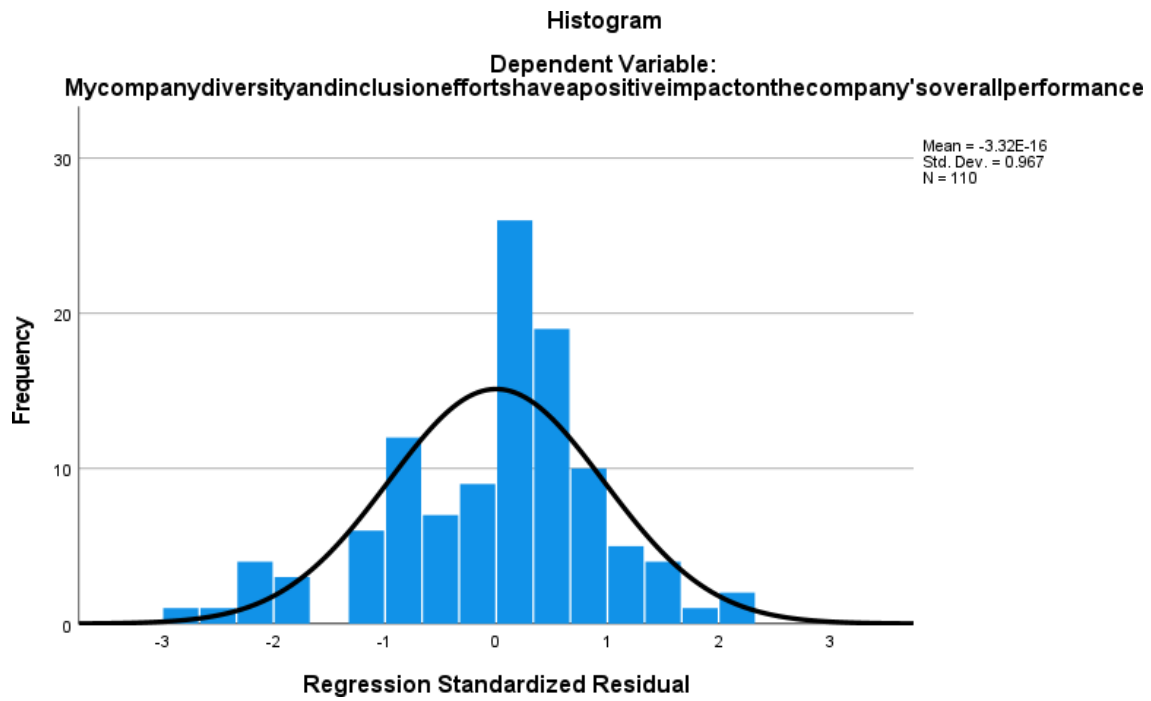
a. Dependent Variable: My company diversity and inclusion efforts have a positive impact on the company's overall performance

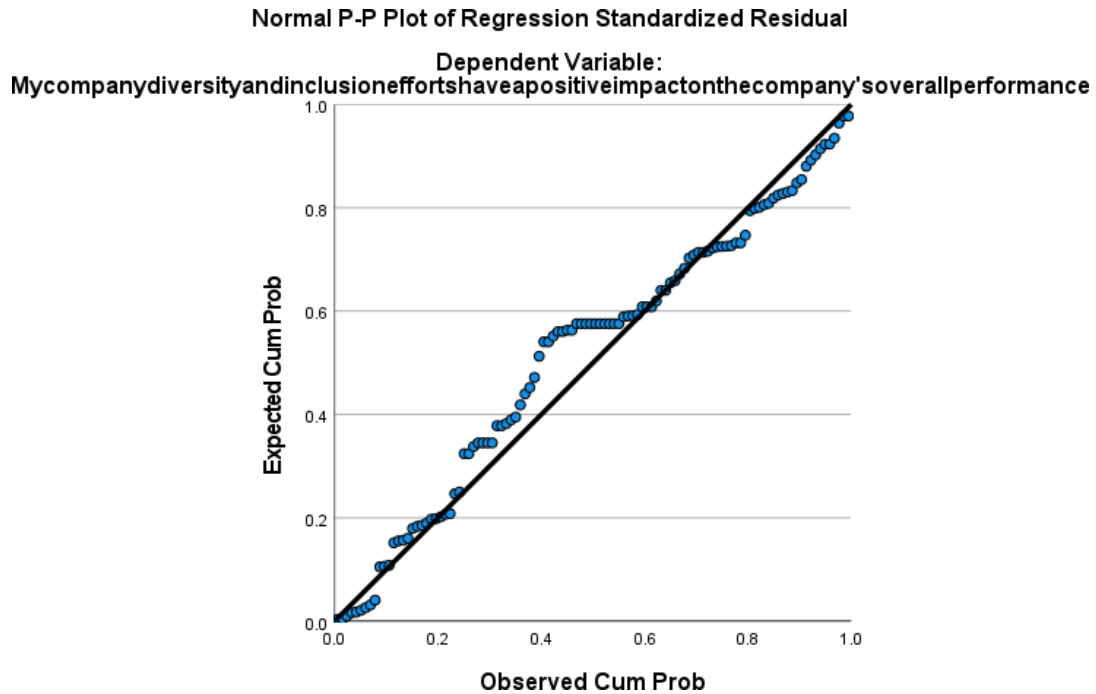
Residuals Statistics^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.45	4.71	3.67	.449	110
Residual	-2.235	1.665	.000	.803	110
Std. Predicted Value	-2.732	2.305	.000	1.000	110
Std. Residual	-2.692	2.005	.000	.967	110

a. Dependent Variable: My company diversity and inclusion efforts have a positive impact on the company's overall performance

INTERPRETATION: This table provides the R and R^2 values. The R value represents the simple correlation and is 0.488 (the "**R**" Column), which indicates a high degree of correlation. The R^2 value (the "**R Square**" column) 0.238 indicates how much of the total variation in the dependent variable, can be explained by the independent variable,. In this case, 23.8% can be explained, which is very large indicates that the regression model predicts the dependent variable significantly well. This indicates the statistical significance of the regression model that was run. Here, $p < 0.000$, which is less than 0.10, and indicates that, overall, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data).There is no significant relationship between My company diversity and inclusion efforts have a positive impact on the company's overall performance and My company offers diversity training, My company promotes diversity in hiring practices, My company promotes diversity in leadership position, My company provides equal opportunities for career advancement to all employees, My company provides equal opportunities for career advancement to all employees, My company values my contributions regardless of my background, My company diversity and inclusion efforts have a positive impact on my work experience

Charts





ONEWAY ANOVA

H0: there is no significant relationship between Overall, you are happy with your workplace and Do you feel like you are valued for your contributions at work, Do you feel like you are treated fairly at work, Do you feel like you have a good relationship with your manager, Do you feel supported by your co-workers when facing challenges at work, Does your employer promotes and supports a healthy work-life balance for employees.

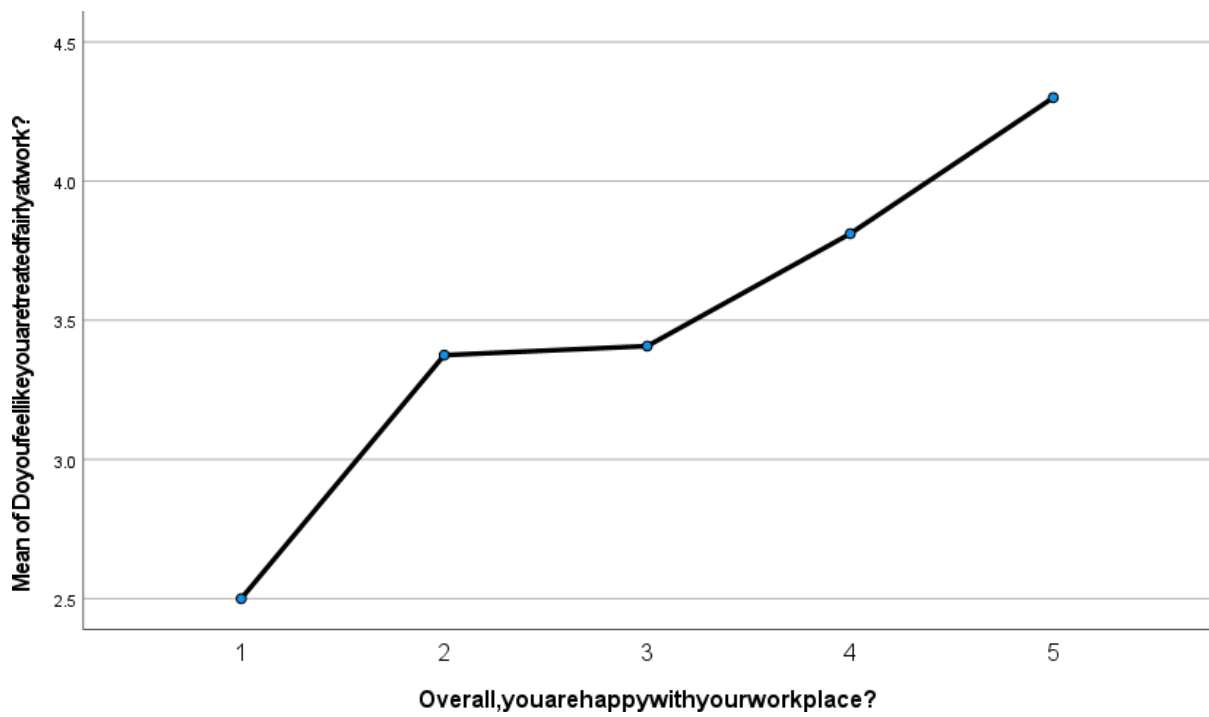
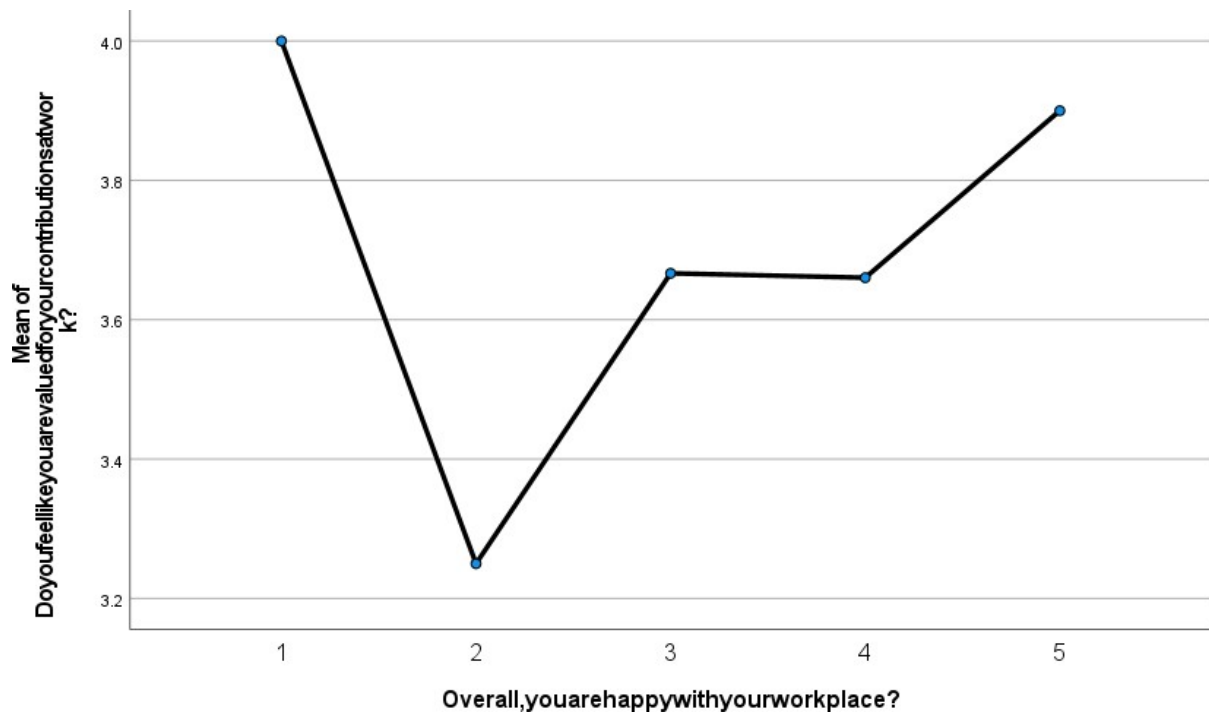
ANOVA

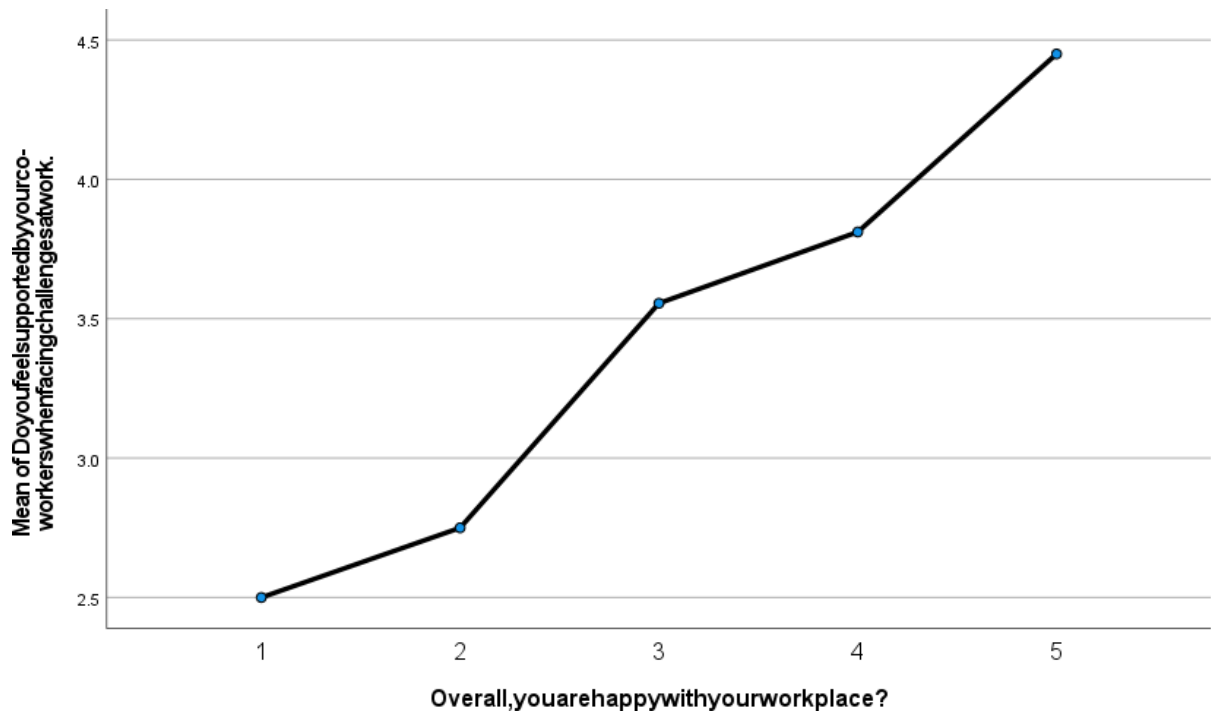
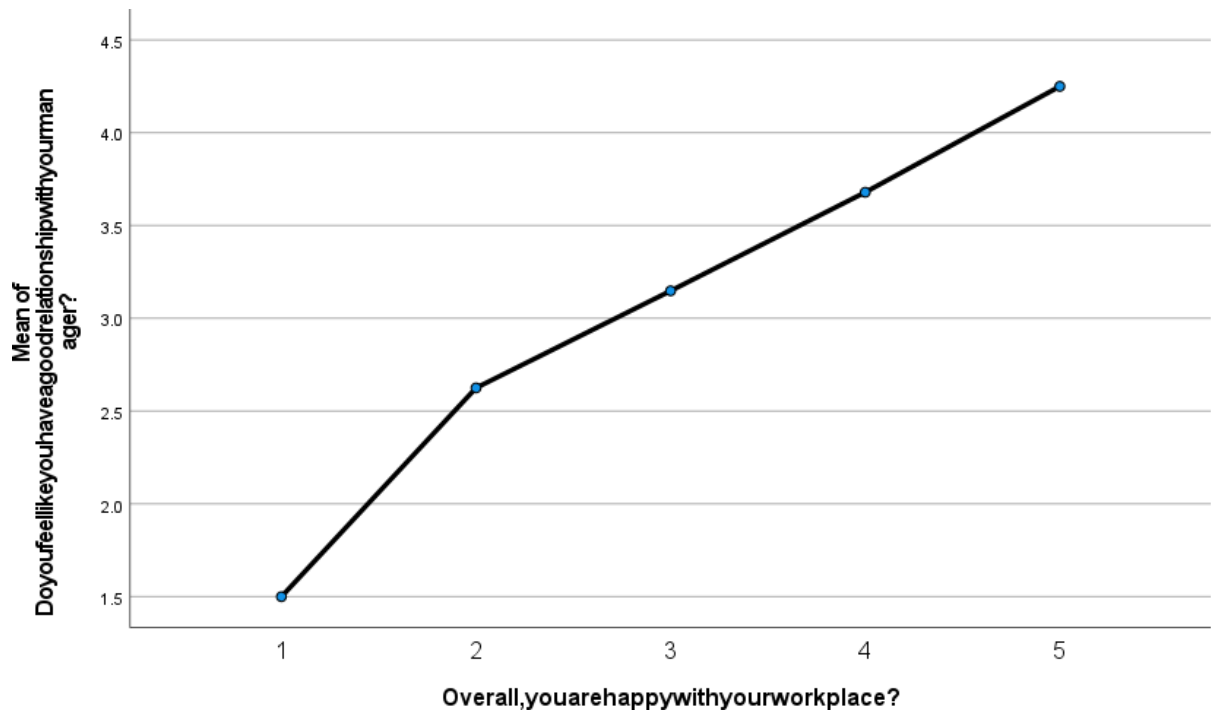
		Sum of Squares	df	Mean Square	F	Sig.
Do you feel like you are valued for your contributions at work?	Between Groups	2.677	4	.669	2.253	.068
	Within Groups	31.187	105	.297		
	Total	33.864	109			
Do you feel like you are treated fairly at work?	Between Groups	13.666	4	3.417	8.706	.000
	Within Groups	41.207	105	.392		
	Total	54.873	109			
Do you feel like you have a good relationship with your manager?	Between Groups	30.275	4	7.569	14.429	.000
	Within Groups	55.080	105	.525		
	Total	85.355	109			
Do you feel supported by your co-workers when facing challenges at work.	Between Groups	22.125	4	5.531	10.421	.000
	Within Groups	55.730	105	.531		
	Total	77.855	109			
Does your employer promotes and supports a healthy work-life balance for employees.	Between Groups	46.296	4	11.574	26.375	.000
	Within Groups	46.076	105	.439		
	Total	92.373	109			

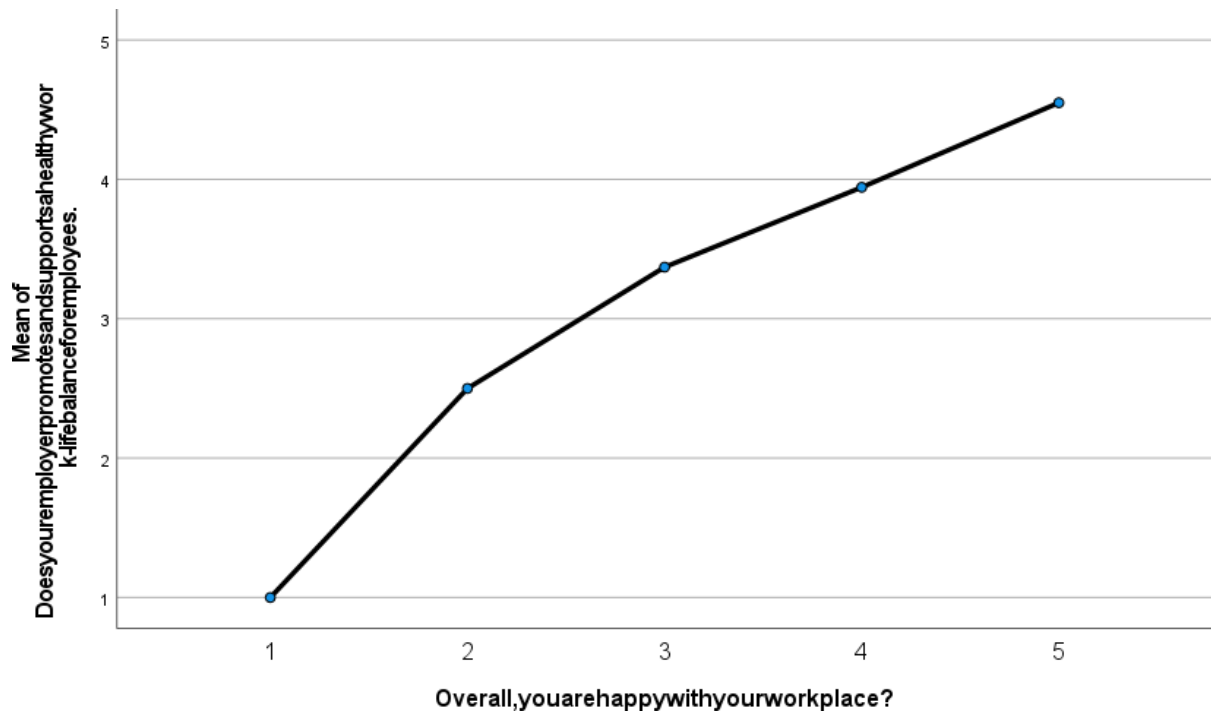
H1: there is significant relationship between Overall, you are happy with your workplace and Do you feel like you are valued for your contributions at work, Do you feel like you are treated fairly at work, Do you feel like you have a good relationship with your manager, Do you feel supported by your co-workers when facing challenges at work, Does your employer promotes and supports a healthy work-life balance for employees.

INTERPRETATION: we have a significant result. The value which reaches significance with a p -value of .068 for Do you feel like you are valued for your contributions at work (which is greater than the .05 alpha level).hence this is reject and there is no Overall, you are happy with your workplace and Do you feel like you are valued for your contributions at work, The value which reaches significance with a p -value of .000 for , Do you feel like you are treated fairly at work, Do you feel like you have a good relationship with your manager, Do you feel supported by your co-workers when facing challenges at work, Does your employer promotes and supports a healthy work-life balance for employees.for (which is less than the .05 alpha level). This means there is a statistically there is significant relationship between Overall, you are happy with your workplace and Do you feel like you are treated fairly at work, Do you feel like you have a good relationship with your manager, Do you feel supported by your co-workers when facing challenges at work, Does your employer promotes and supports a healthy work-life balance for employees.

Means Plots







Correlations

		Myorgani zation'ssc ommitme nttowards diversitya ndinclusi onishigh	I'mawareofmy company'sfor maldiversitym anagementpo licy	Mycompanyeff ectivelyimplem entsdiversitym anagementpra ctices	Ihaveobserv edinstances ofworkplace discriminatio norbiasbase dondiversityf actors	Inmyopinion, diversityinw orkplaceimp actsoverallh appinessand jobsatisfacti on	Diversitym anageme ntcontribut estoamor einclusive andhappy workplace	Veryoften myorganiz ationprom otesdivers ity-related eventsorin itiatives
Myorganizati on'scommit menttowards diversityandi nclusionishig h	Pearson Correlation	1	.258**	.112	.051	.209*	.156	.223*
	Sig. (2-tailed)		.007	.246	.599	.029	.103	.019
	N	110	110	110	110	110	110	110
I'mawareof m ycompany'sf ormaldiversit ymanageme ntpolicy	Pearson Correlation	.258**	1	.452**	.317**	.438**	.285**	.074
	Sig. (2-tailed)	.007		.000	.001	.000	.003	.443
	N	110	110	110	110	110	110	110
Mycompany effectivelyim plementsdiv ersitymanag ementpractic es	Pearson Correlation	.112	.452**	1	.394**	.320**	.151	.134
	Sig. (2-tailed)	.246	.000		.000	.001	.116	.164
	N	110	110	110	110	110	110	110
Ihaveobserv edinstances ofworkplace discriminatio norbiasbase dondiversity f actors(e.g.,r ace,gender, ethnicity)	Pearson Correlation	.051	.317**	.394**	1	.356**	.006	.128
	Sig. (2-tailed)	.599	.001	.000		.000	.949	.183
	N	110	110	110	110	110	110	110
Inmyopinion, diversityinwo rkplaceimpa ctsoverallha ppinessandj obsatisfactio n	Pearson Correlation	.209*	.438**	.320**	.356**	1	.300**	.274**
	Sig. (2-tailed)	.029	.000	.001	.000		.001	.004
	N	110	110	110	110	110	110	110
Diversityman agementcont	Pearson Correlation	.156	.285**	.151	.006	.300**	1	.150
	Sig. (2-tailed)	.103	.003	.116	.949	.001		.119

ributestoamo N reinclusivea ndhappywor kplace	110	110	110	110	110	110	110
Veryoftenmy Pearson	.223*	.074	.134	.128	.274**	.150	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Interpretation: It is given by the sign of the correlation coefficient - the Pearson Correlation at My company effectively implements diversity management practices, I have observed instances of workplace discrimination or bias based on diversity factors (e.g., race, gender, ethnicity), In my opinion, diversity in workplace impacts overall happiness and job satisfaction, with which is less than 0.005. along with the sign of the correlation coefficient - the Pearson Correlation is at diversity in workplace impacts overall happiness and job satisfaction and Very often my organization promotes diversity-related events or initiatives

CHAPTIER- V

FINDINGS AND SUGGESTIONS

FINDINGS

- Majority of the respondents are 52.7% are female
- Majority of the respondents 68.2% are 25yrs-45yrs age limit
- Majority of the respondents are 63.6% of respondents are master's degree
- Majority of the respondents are 53.6% of respondents are 1-5years experience
- Reliability analysis is the degree to which the values that make up the scale measure the same attribute. In addition, the most used measure of reliability is cronbach's alpha coefficient. It is the average correlation between all values on a scale. In other words, the value of cronbach's alpha coefficient is between 0 and 1, with a higher number indicating better reliability. Finally, cronbach's alpha coefficient should be higher than 0.50; that scale has good internal validity and reliability.hence the obtained value from above table is cronbach's alpha coefficient is 0.775 which is greater than 0.50 hence the answers are reliable and has good internal validity
- It is interpreted h1 is accepted as the value is 0.210 which is less than alpha 0.05 hence there is no significant relationship between gender and my organization's commitment towards diversity and inclusion is high
- The kmo and bartlett test evaluate all available data together. A kmo value obtained id 0.688 which is over 0.5 hence it is significant and a significance level for the bartlett's test is 0.000 which is below 0.05 suggest there is substantial correlation in the data. Variable collinearity indicates how strongly a single variable is correlated with other variables.
- The r value represents the simple correlation and is 0.488 (the "**r**" column), which indicates a high degree of correlation. The r^2 value (the "**r square**" column) 0.238 indicates how much of the total variation in the dependent variable, can be explained by the independent variable,. In this case, 23.8% can be explained, which is very large indicates that the regression model predicts the dependent variable significantly well. This indicates the statistical significance of the regression model that was run. Here, $p < 0.000$, which is less than 0.10, and indicates that, overall, the regression model

statistically significantly predicts the outcome variable (i.e., it is a good fit for the data).there is no significant relationship between my company diversity and inclusion efforts have a positive impact on the company's overall performance and my company offers diversity training, my company promotes diversity in hiring practices, my company promotes diversity in leadership position, my company provides equal opportunities for career advancement to all employees, my company provides equal opportunities for career advancement to all employees, my company values my contributions regardless of my background, my company diversity and inclusion efforts have a positive impact on my work experience

- We have a significant result. The value which reaches significance with a p -value of .068 for do you feel like you are valued for your contributions at work (which is greater than the .05 alpha level).hence this is reject and there is no overall, you are happy with your workplace and do you feel like you are valued for your contributions at work, the value which reaches significance with a p -value of .000 for , do you feel like you are treated fairly at work, do you feel like you have a good relationship with your manager, do you feel supported by your co-workers when facing challenges at work, does your employer promotes and supports a healthy work-life balance for employees.for (which is less than the .05 alpha level). This means there is a statistically there is significant relationship between overall, you are happy with your workplace and do you feel like you are treated fairly at work, do you feel like you have a good relationship with your manager, do you feel supported by your co-workers when facing challenges at work, does your employer promotes and supports a healthy work-life balance for employees.
- It is given by the sign of the correlation coefficient - the pearson correlation at my company effectively implements diversity management practices, i have observed instances of workplace discrimination or bias based on diversity factors (e.g., race, gender, ethnicity), in my opinion, diversity in workplace impacts overall happiness and job satisfaction, with which is less than 0.005. Along with the sign of the correlation coefficient - the pearson correlation is at diversity in workplace impacts overall happiness and job satisfaction and very often my organization promotes diversity-related events or initiatives

SUGGESTION

Diversity and inclusion efforts initiated for feel good reasons or as a public relations vehicle, or when employers are insincere, may lead to no or negative impact [6]. It is also possible that managerial strategies to promote diversity and inclusion may in fact promote new types of differences and exclusions, as noted in a qualitative research [78], which can create unintended consequences of exclusion and one which employees may in fact resist. There is a need to scrutinize the extent to which the rhetoric of diversity and inclusion actually meets reality and the expression of voice among minorities in today's organizations. Thus, it is important to ensure that diversity and inclusion efforts are not reduced to tokenism, as perceived by minority group members, and are also seen as fair by others in the organization. It is also important to realize that one size may not fit all. It is important to recognize that dimensions of diversity vary in scope and importance across cultures and organizational leaders need to be aware of them. India is acknowledged to be among the most diverse countries in the world, and Indians have unconscious competence to manage diversity. To make this competence conscious leaders within India may begin with an examination of the fundamental assumptions underlying the understanding of diversity and inclusion.

CHAPTyer- VI

CONCLUSION

Diversity is leveraged through inclusion, which requires employees to feel valued and included by an organization. It calls for simultaneously recognizing differences and overcoming them, by valuing differences in and across people in organizations. Central to the discourse on diversity is the principle of fairness and justice. Individuals have a need to belong, to be appreciated, to be treated fairly, and to be acknowledged from whatever source or basis they derive their identity from. Arguably, when organizations invest in diversity, they stand to gain, in both apparent and economic ways but also in other subtle forms of stronger allegiance, greater well-being and respect that they command in the process. Creating an inclusive culture has to focus beyond diversity based recruitment and diversity training and include holistic ways to leverage on diversity. It involves rephrasing the conversation from demographic diversity to thought diversity and finally to inclusion, and addressing biases, both conscious and unconscious that may hinder acceptance and integration. When employees feel included, in a true sense, beyond mere lip service, they are able to bring the whole of themselves to the organization, expressing and giving voice in an unhindered way that enables effective problem solving, creativity, innovation and enhanced performance in multiple ways. Most conceptualizations of inclusion allude to the notion of belongingness and uniqueness as discussed earlier. Based on previous research, what is interesting and bears further exploration is that participants to the Catalyst survey in India, did not report these dimensions as distinct elements of inclusion. It is therefore also worth exploring what meaning and interpretation, diversity and inclusion hold in an Indian context of work, where multiple identities jostle with each other for space. In recent years, the discourse on diversity has seen a shift to that of inclusion.

While there is a rich body of research in the area of diversity, inclusion has emerged as a fairly recent area of exploration and the varied meanings and interpretations of the terms make it ripe for examining the literature on diversity and that of inclusion to offer a deeper and nuanced understanding of their meanings and conceptualizations. This review in attempting to do the same also examines the intersectionality of leadership with diversity and inclusion, and offers insights for taking the research forward. there is significant relationship between Overall, you are happy with your workplace and Do you feel like you are treated fairly at work, Do you feel like you have a good relationship with your

manager, Do you feel supported by your co-workers when facing challenges at work, Does your employer promotes and supports a healthy work-life balance for employees. Variable collinearity indicates how strongly a single variable is correlated with other variables. gender and My organization's commitment towards diversity and inclusion is high is proceed using the analysis.

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ANNEXURE

1. Gender

- ☐ Male
- ☐ Female
- ☐ Other
- ☐ prefer not to say

2. Age

- ☐ Less than 25 years
- ☐ 25- 45
- ☐ Above 45

3. Educational Qualification

- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ Doctorate or higher

4. Years of Experience in Current Workplace

- ☐ Less than 1 year
- ☐ 1-5 years
- ☐ More than 10 years

5. My organization's commitment towards diversity and inclusion is high

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neither disagree nor agree
- ☐ Agree
- ☐ Strongly Agree

6. I'm aware of my company's formal diversity management policy

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither agree nor disagree
- ☐ Agree
- ☐ Strongly Agree

7. My company effectively implements diversity management practices

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neither disagree nor agree
- ☐ Agree
- ☐ Strongly Agree

8. Which of the following diversity initiatives does your organization offer? (Select all that apply)

- ☐ Employee Resource Groups (ERGs)
- ☐ Diversity Training and Workshops
- ☐ Mentorship Programs for Diverse Employees
- ☐ Affinity Groups
- ☐ Diverse Hiring Initiatives

9. I have observed instances of workplace discrimination or bias based on diversity factors (e.g., race, gender, ethnicity)

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neither disagree nor agree
- ☐ Agree
- ☐ Strongly agree

10. In my opinion, diversity in workplace impacts overall happiness and job satisfaction

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neither disagree nor agree
- ☐ Agree
- ☐ Strongly Agree

11. Diversity management contributes to a more inclusive and happier workplace

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither disagree nor agree
- ☐ Agree
- ☐ Strongly Agree

12. Very often my organization promotes diversity-related events or initiatives

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Agree nor Disagree
- ☐ Agree
- ☐ Strongly Agree

13. My company offers diversity training

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Disagree nor Agree
- ☐ Agree
- ☐ Strongly Agree

14. My company promotes diversity in hiring practices

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neither disagree nor agree
- ☐ Agree
- ☐ Strongly Agree

15. My company promotes diversity in leadership position

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neither disagree nor agree
- ☐ Agree
- ☐ Strongly agree

16. My company provides equal opportunities for career advancement to all employees

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neither disagree nor agree
- ☐ Agree
- ☐ Strongly Agree

17. My company values my contributions regardless of my background

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neither disagree nor agree
- ☐ Agree
- ☐ Strongly Agree

18. My company diversity and inclusion efforts have a positive impact on my work experience

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neither disagree nor agree
- ☐ Agree
- ☐ Strongly agree

19. My company diversity and inclusion efforts have a positive impact on the company's overall performance

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neither disagree nor agree
- ☐ Agree
- ☐ Strongly Agree

20. Which factors contribute most to your workplace happiness? (Select top 3)

- ☐ Positive Work Environment
- ☐ Opportunities for Growth and Development
- ☐ Recognition for Achievements
- ☐ Work-Life Balance
- ☐ Supportive Colleagues

21. Do you feel like you are valued for your contributions at work?

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

22. Do you feel like you are treated fairly at work?

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

23. Do you feel like you have a good relationship with your manager?

Strongly disagree

- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

24. Do you feel supported by your co-workers when facing challenges at work.

Strongly Disagree

- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

25. Does your employer promotes and supports a healthy work-life balance for employees.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

26. Overall, you are happy with your workplace?

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

THANK YOU